

The Superintendent of the Polk County School District is responsible for effectively leading all functions, operations and system processes. Superior interpersonal skills and effective communication are essential to that success. The urgency of multiple reform efforts currently being implemented within public education require exceptional leaders committed to systemic change while maintaining stability and trust across the community. This process requires careful communication planning and management, with clarity and consistency of messages across the entire community as “One Vision, One Voice” that the community can support, trust and rally around. The Polk County 100-Day Entry Plan will provide Kathryn LeRoy the opportunity to listen and acquire input from all internal and external customers in various formal and informal venues; perform extensive analysis of district-wide data; evaluate program and system efficiency and effectiveness; and open lines of communication to ensure district-wide teaching and learning improvement. The components include the following:

- Meet with individual Board Members to obtain their prospective and expectations for teaching and learning for Polk County Schools.
- Visit schools every day to listen to principals, teachers and students.
- Meet with district administrators, school-based administrators and district support personnel to conduct a SWOT (Strengths, Weaknesses, Opportunity, Threats) analysis.
- Conduct a SWOT analysis with teachers and non-certificated school personnel.
- Conduct multiple Public Community Forums within each Board Member District.
- Meet with the Chamber of Commerce, service organizations, non-profits, business leaders, faith-based leaders, local officials and community leaders to build relationships and garner support.
- Identify a diverse and talented senior leadership team and establish a regional delivery model for reporting and accountability.
- Review the current district financial status and finalize the 2014 balanced budget.
- Review the current central-office structure to determine focus on student achievement and maximizing operational efficiency.
- Finalize the District Strategic Plan with established measurable outcomes and data dashboard.
- Collaborate with the Polk Education Association to establish the Polk County Teacher Workload Committee to increase efficiency, increase instructional time and improve moral of teachers.
- Begin transformation of the central office for district-wide teaching and learning support.
- Refine an in-depth process under the direction of the School Board to prioritize initiatives and achievement goals for my evaluation.
- Meet and Greet with Media to establish effective communication protocols.
- Set up a Board Member Request and Constituent Services System to improve efficiency and open lines of communication across the district and community.
- Conduct a retreat with Cabinet and Regional Administrators to review the strategic plan, school improvement, 2012-13 achievement data, current or anticipated vacancies and establish leadership team structures and practices.
- Conduct data chats with principals, regional administrators and Cabinet.